TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION A: PASS/FAIL ITEMS. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below.

The Solicitation Coordinator will review the response to determine if the Mandatory Requirement Items are addressed as required and mark each with pass or fail. For each item that is not addressed as required, the Proposal Evaluation Team must review the response and attach a written determination. In addition to the Mandatory Requirement Items, the Solicitation Coordinator will review each response for compliance with all RFP requirements.

PROPOSER LEGAL ENTITY NAME:	Arbor E&T, LLC d/b/a/ ResCare Workforce Services		
Response Page # (Proposer completes)	**Item Ref.**	**Section A— Mandatory Requirement Items**	**Pass/Fail**
		The proposal must be delivered to the State no later than the Response Deadline specified in Grant Funding Announcement Section 5, Schedule of Events.	
		The proposal must NOT contain any restrictions of the rights of the State or other qualification of the response.	
		A proposal must NOT submit alternate responses.	
5	**A.1.**	Provide the Statement of Certifications and Assurances (Grant Funding Announcement Attachment C) completed and signed by an individual empowered to bind the proposer to the provisions of this Grant Funding Announcement and any resulting grant contract. The Statement of Certifications and Assurances must be signed without exception or qualification.	
6	**A.2.**	Provide a statement, based upon reasonable inquiry, of whether the proposer or any individual who shall cause to deliver goods or perform services under the grant contract has a possible conflict of interest (*e.g.*, employment by the State of Tennessee) and, if so, describe the nature of that conflict. NOTE: Any questions of conflict of interest shall be solely within the discretion of the State, and the State reserves the right to cancel any award.	
State Use – Grant Coordinator Signature, Printed Name & Date:			

TECHNICAL RESPONSE & EVALUATION GUIDE

SECGENERAL QUALIFICATIONS & EXPERIENCE. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below. Proposal Evaluation Team members will independently evaluate and assign one score for all responses to Section B— General Qualifications & Experience Items found below.

RESPONDENT LEGAL ENTITY NAME:		Arbor E&T, LLC d/b/a/ ResCare Workforce Services
Response Page # (Respondent completes)	**Item Ref.**	**Section B— General Qualifications & Experience Items**
6	**B.1.**	Detail the name, e-mail address, mailing address, telephone number, and facsimile number of the person the State should contact regarding the proposal.
6	**B.2.**	Describe the proposer’s form of business (*i.e.*, individual, sole proprietor, corporation, non- profit corporation, partnership, limited liability company) and business location (physical location or domicile).
6	**B.3.**	Detail the number of years the proposer has been in business.
6	**B.4.**	Briefly describe how long the proposer has been providing the goods or services required by this Grant Funding Announcement.
6	**B.5.**	Describe the proposer’s number of employees, client base, and location of offices.
6	**B.6.**	Provide a statement of whether there have been any mergers, acquisitions, or change of control of the proposer within the last ten (10) years. If so, include an explanation providing relevant details.
6	**B.7.**	Provide a statement of whether the proposer or, to the proposer's knowledge, any of the proposer’s employees, agents, independent contractors, or subcontractors, involved in the delivery of goods or performance of services on a contract pursuant to this Grant Funding Announcement, have been convicted of, pled guilty to, or pled *nolo contendere* to any felony. If so, include an explanation providing relevant details.
6	**B.8.**	Provide a statement of whether, in the last ten (10) years, the proposer has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, include an explanation providing relevant details.
6	**B.9.**	Provide a statement of whether there is any material litigation pending against the proposer that the proposer should reasonably believe could adversely affect its ability to meet grant contract requirements pursuant to this Grant Funding Announcement or is likely to have a material adverse effect on the proposer’s financial condition. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it would impair the proposer’s performance in a grant contract pursuant to this Grant Funding Announcement. NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.
6	**B.10.**	Provide a statement of whether there are any pending or in progress Securities Exchange Commission investigations involving the proposer. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it will impair the proposer’s performance in a grant contract pursuant to this Grant Funding Announcement. NOTE: All persons, agencies, firms, or other entities that provide legal opinions regarding the proposer must be properly licensed to render such opinions. The State may require the proposer to submit proof of license for each person or entity that renders such opinions.

GRANT FUNDING ANNOUNCEMENT ATTACHMENT D.3

TECHNICAL RESPONSE & EVALUATION GUIDE

TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH. The proposer must address all items (below) and provide, in sequence, the information and documentation as required (referenced with the associated item references). The proposer must also detail the response page number for each item in the appropriate space below.

A Proposal Evaluation Team, made up of three or more State employees, will independently evaluate and score the response to each item found below. Each evaluator will use the following whole number, raw point scale for scoring each item:

0 = little value *1 = poor* *2 = fair* *3 = satisfactory* *4 = good* *5 = excellent*

The Grant Coordinator will multiply the Item Score by the associated Evaluation Factor (indicating the relative emphasis of the item in the overall evaluation). The resulting product will be the item's Raw Weighted Score for purposes of calculating the section score as indicated.

RESPONDENT LEGAL ENTITY NAME:	Arbor E&T, LLC d/b/a/ ResCare Workforce Services				
Response Page # (Respondent completes)	**Item Ref.**	**Section C— Technical Qualifications, Experience & Approach Items**	**Item Score**	**Evaluation Factor**	**Raw Weighted Score**
6	C.1.	Provide a narrative that illustrates the proposer's understanding of the State's requirements and project schedule.		1	
8	C.2.	Provide a narrative that illustrates how the proposer will complete the scope of services, accomplish required objectives, and meet the State's project schedule.		2	
11	C.3.	Provide a narrative that illustrates how the proposer will manage the project, ensure completion of the scope of services, and accomplish required objectives.		2	
13	C.4.	Provide a description of the proposer's experience at each of the following: 1. Assessing an individual's job compatibility and connecting individuals on career paths that lead to sustainable income based on the labor market needs; 2. Facilitating job search efforts for individuals that lead to employment; and 3. Preparing individuals for entry and/or re-entry into the work place.		3	
13	C.5.	Provide a description of the proposer's experience in assessing and providing job services to individuals that have limited or no proficiency in English.		2	
14	C.6.	Describe the proposer's approach to career coaching, detailing the types of job retention services the proposer will offer to populations that traditionally have had difficulty sustaining employment.		3	
14	C.7.	Describe the proposer's existing relationships with local American Job Centers, WoRC Readiness Component (WoRC) Operators, and other appropriate community partners that can connect individuals with employment opportunities.		2	
15	C.8.	Describe the proposer's existing relationships with vocational training programs, certificate programs, apprenticeship programs, or the like.		2	

15	C.9.	Describe the proposer's approach to identifying high demand fields offering increased wage opportunities and assisting individuals in aligning their skills and training with these fields to take maximum advantage of employment opportunities.		3	
15	C.10.	Describe proactive measures the proposer intends to implement to assist individuals to overcome barriers to employment such as mental or physical health challenges, history of substance abuse, criminal history, transportation difficulties, lack of work experience, etc. Discuss 1) the process by which individuals will request supportive services from the proposer to address such barriers, and 2) the proposer's process for requiring and tracking receipts for such supportive services.		3	
17	C.11.	Describe the proposer's quality assurance processes and related infrastructure. Explain the proposer's internal monitoring processes for financials, including case documentation. Describe the frequency of internal monitoring reviews and what strategies the proposer will apply to improving service delivery and utilization control.		2	
18	C.12.	Describe the proposer's approach to monitoring individuals' participation in core and/or non-core work activities.		2	
The Solicitation Coordinator will use this sum and the formula below to calculate the section score. All calculations will use and result in numbers rounded to two (2) places to the right of the decimal point.				**Total Raw Weighted Score:** *(sum of Raw Weighted Scores above)*	
Total Raw Weighted Score / **Maximum Possible Raw Weighted Score** *(i.e., 5 x the sum of item weights above)*			**X 50** *(maximum possible score)*	**= SCORE:**	
State Use – Evaluator Identification:					
State Use – Grant Coordinator Signature, Printed Name & Date:					

ATTACHMENT D.1

A.1.

ATTACHMENT C

STATEMENT OF CERTIFICATIONS AND ASSURANCES

The proposer must sign and complete the Statement of Certifications and Assurances below as required, and it must be included in the proposer's proposal.

The proposer does, hereby, expressly affirm, declare, confirm, certify, and assure ALL of the following:

1. The proposer will comply with all of the provisions and requirements of the Grant Funding Announcement.
2. If selected, the proposer will provide all services as defined in the Scope of the Grant Funding Announcement Attachment A, *Pro Forma* Grant Contract for the total Grant Contract Term.
3. The proposer accepts and agrees to all terms and conditions set out in the Grant Funding Announcement Attachment A., *Pro Forma* Grant Contract.
4. The proposer acknowledges and agrees that a grant contract resulting from the Grant Funding Announcement shall incorporate, by reference, all proposal responses as a part of the Contract.
5. The proposer will comply with:
   (a) the laws of the State of Tennessee;
   (b) Title VI of the federal Civil Rights Act of 1964;
   (c) Title IX of the federal Education Amendments Act of 1972;
   (d) the Equal Employment Opportunity Act and the regulations issued there under by the federal government; and,
   (e) the Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government.
6. To the knowledge of the undersigned, the information detailed within the proposal submitted to this Grant Funding Announcement is accurate.
7. The proposal submitted in response to this Grant Funding Announcement was independently prepared, without collusion, under penalty of perjury.
8. No amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the proposer in connection with this Grant Funding Announcement or any resulting grant contract.
9. The proposal submitted in response to this Grant Funding Announcement shall remain valid for at least 120 days subsequent to the Response Deadline established in Section 5 of the Grant Funding Announcement and thereafter in accordance with any grant contract pursuant to the Grant Funding Announcement.
10. The proposer affirms the following statement, as required by the Iran Divestment Act Tenn. Code Ann. § 12-12-111: "By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to §12-12-106." For reference purposes, the list is currently available online at: https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-information-library.html.

By signing this Statement of Certifications and Assurances, below, the signatory also certifies legal authority to bind the proposing entity to the provisions of this Grant Funding Announcement and any grant contract awarded pursuant to it. If the signatory is not the proposer (if an individual) or the proposer's corporate *President* or *Chief Executive Officer*, this document <u>must</u> attach evidence showing the individual's authority to bind the proposer.

<u>DO NOT SIGN THIS DOCUMENT IF YOU ARE NOT LEGALLY AUTHORIZED TO BIND THE PROPOSER</u>

SIGNATURE: [signature]

PRINTED NAME & TITLE: Mark Douglass

President

DATE: 4/29/19

PROPOSER LEGAL ENTITY NAME: Arbor E&T, LLC d/b/a ResCare Workforce Services

A.2. Neither ResCare Workforce Services (RWS) nor any affiliated individual have any conflicts of interest for performing work under any contract issued as a result of this proposal.

ATTACHMENT D.2

B.1. Michelle Day, Regional Director: michelleday@rescare.com; 805 N. Whittington Pkwy, Louisville, KY 40222; Phone: 812-390-8642; Fax: 502-394-2353

B.2. RWS is a for-profit, human services limited liability corporation wholly owned by Res-Care, Inc. Our corporate headquarters is located at 805 N. Whittington Pkwy, Louisville, KY 40222.

B.3. Arbor E&T, LLC, d/b/a ResCare Workforce Services has delivered services to prepare adults, young adults, dislocated workers, public assistance recipients, and individuals with extensive barriers for self-sufficient employment for 51 years.

B.4. RWS has provided Employment and Case Management Services in Tennessee Districts 3 and 4 since January 1, 2018.

B.5. With 2,286 dedicated team members nationwide, RWS currently operates federally funded workforce programs in over 400 locations across 31 states, Puerto Rico, and the U.S. Virgin Islands serving businesses, adults, dislocated workers, youth, the reentry population, individuals with disabilities, veterans, low income families, and others seeking employment that leads to long-term employment, self-sufficiency, and career advancement. These programs include Job Corps and integrated One-Stop Center and standalone projects funded by Temporary Assistance for Needy Families (TANF), Workforce Innovation and Opportunity Act (WIOA), Supplemental Nutrition Assistance Program (SNAP), Vocational Rehabilitation, Former Offenders, Reentry, Refugee, Childcare, Trade Adjustment Assistance (TAA), and others. Aside from our headquarters in Louisville, KY, we currently have offices in Chattanooga, Cookeville, Gallatin, and Murfreesboro. With District restructuring, we will establish a core office depending on the scope of award, and, as is the case now, we will establish connection points in the local American Jobs Centers (AJCs) and through community partners.

B.6. Arbor E&T, LLC, d/b/a ResCare Workforce Services has been owned 100% by Res-Care, Inc. since acquisition in 2003.

B.7. Our proposal in response to this Grant Funding Announcement (GFA) does not include any employees, agents, independent contractors, or subcontractors who have been convicted of, pled guilty to, or pled *nolo contendere* to any felony.

B.8. RWS has not filed, or had filed against us, any bankruptcy or insolvency proceedings, nor have we undergone the appointment of a receiver, trustee, or assignee.

B.9. There are two pending litigations against Arbor E&T, LLC d/b/a ResCare Workforce Services. Neither case is of the size or value to affect RWS' ability to perform its duties and responsibilities.

B.10. There are no pending or in progress investigations involving RWS by the Securities and Exchange.

ATTACHMENT D.3

C.1. RWS' **mission** is *to impact communities for the better, creating optimal environments for people in need of assistance, through attentive and quality service principles, so they can live their best life.* RWS delivers high-quality services to businesses, job seekers, and communities across the nation. We provide workforce development services to individuals and businesses in local communities throughout the nation. In more than 359 locations across 31 states, Washington D.C., Puerto Rico, and the U.S. Virgin Islands, we collaborate with community organizations, training providers, workforce groups, and educational institutions to deliver services largely based on contracts funded by the Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance or Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Job Corps, funded by the Department of Labor. RWS operates 22 TANF programs in 15 states, including Tennessee, serving an average of over 23,000 particpants per year. Our company's "Communities of Practice" bring together dedicated national TANF experts to regularly share best practices, solve problems, and continuously improve our services and performance. The collective capabilities of our leaders to design and deliver high quality TANF program services are unsurpassed in the industry. Having operated Families First (FF) in Districts 3 and 4 since January 2018, we understand how to deliver two-generation services in the FF program to assist individuals achieve self-sufficiency. With recent redistricting, RWS proposes to expand our success as a provider to the Greater Memphis Region, along with the newly drawn Southeast, Southern Middle, and Upper Cumberland Regions. To support the two-generational approach in each of our proposed Regions, our team will continue our focus on family stability, employability, and long-term family security to achieve success in delivering the following four core FF component activities:

- **Educational Success**: Our teams educate our customers on the benefits of, and provide resources for, local early childhood programs, increased parental involvement in the lives of the next generation, literacy development opportunities, and out-of-school learning and enrichment programs. We have formed strong partnerships with entities in former Districts 3 and 4, such as L.B.J. & C. Head Start Program; public school districts in each region; and youth-serving agencies, programs, and providers like Boys and Girls Club, regional WIOA programs, Foster Care Organizations, Youth Clubs, etc. We will enter the newly drawn regions with a solid partner network in Southern Middle, Southeast, and Upper Cumberland upon which we will continue to build our network. In the Greater Memphis Region, we will draw on the relationships we built as a WIOA Youth Provider for the City that will allow us to engage in specific strategies that support both parent and child(ren). FF program customers receive the TABE assessment to gauge their current education level if they have no secondary education credential, allowing the Talent Development Specialist (TDS) to gauge if the client meets education requirements of the field(s) of interest. If minor education skills enhancements are required, those opportunities are

provided to the client through ResCare Academy, GED Academy, and/or MoneySKILL Financial Literacy. If secondary or postsecondary education is required, we assist the client to enroll and explore funding for those credentials.

- **Workforce Development and Economic Assets**: We co-enroll TANF job seekers and their families and leverage partner agencies' job readiness courses, financial management programs, job search resources, and other career preparation and employment services as appropriate to each individual. We participate in quarterly business and workforce development partner meetings to engage partners in discussion around shared labor market information (LMI) and economic development pertaining to labor market needs, feedback on system performance in meeting those needs, and development of training and employment resources to meet those needs. We keep our clients informed on market trends and all appropriate workforce development education and training opportunities.
- **Health and Well-Being**: Our team educates TANF recipients and their children on the benefits of leading healthy lives. We keep them up-to-date at least quarterly on upcoming community initiatives, fairs, events, and empowerment workshops pertaining to healthy lifestyles and provide information on all community school-based health services. Many barriers, especially medical, mental, and family violence-related, are hidden. RWS provides a focused assessment, motivational interviewing, and monthly contacts to keep informed of individuals' wellbeing, upcoming appointments, and medication management. If a customer exhibits a barrier to employment due to a disability, substance abuse, or other health concerns, we refer this customer to Family Focused Solutions (FFS) for assessment and remediation.
- **Social Capital**: Our team members coordinate and/or participate in customer activities, organize job fairs, hold open forums to discuss employment-related issues, and host quarterly focus groups to bring customers together to share success stories. Our team members serve as the faces that not only provide information to customers, but who receive information from them as we continuously look for ways to make services more relevant.

Beyond required monthly face-to-face engagement, RWS maintains a high-touch level of contact with participants throughout the course of the program, using phone/text to stay connected to each individual. We strive for weekly contact at a minimum, tracking each participant's progress through the program, offering feedback, and updating their Individual Opportunity Plan (IOP) as needed. During these meetings, TDSs discuss progress and assess for potential barriers, making appropriate referrals when necessary. We also visit work experience sites weekly to ensure participation. In regard to missed monthly face-to-face appointments, our team makes every effort to accommodate the schedules of our customers to satisfy this requirement. All efforts are documented in ACCENT, along with all information pertaining to progress, barriers, and referral outcomes gleaned from each of these meetings.

FAMILIES FIRST/ TANF AND WIOA Our team has a strong presence in the TN AJC system in the Districts we currently serve. We will continue our practice of stationing staff in each AJC in Southern Middle, Southeast, Upper Cumberland, and Greater Memphis Regions. This has allowed for efficiencies and effectiveness in working with our Jobs Center partners. We have built a nimble team able to cover the LWDAs in Districts 3 and 4. With redistricting, we are in a strong position to expand our reach by developing further partnerships with WIOA programs in Counties we have yet to serve, as well as through the help of our partners outside the system that advocate for the physical, psychological, and spiritual needs of children and families, such as Agape Child and Family Services, Juvenile Intervention and Faith-based Follow-up (JIFF), and Mediation Restitution Reconciliation Services (Marrs) in Greater Memphis; Good Samaritans Cumberland, Pregnancy Help Center, Mid-Cumberland Action Agency, and Serenity Pointe in Upper Cumberland; Almost Home Transitional Housing Program in Southern Middle; and Second Harvest Ministries and Urban League of Greater Chattanooga in Southeast. We collaborate with our partners on coordinating the functions and activities of various mandatory and voluntary partners, and ensure financial and non-financial resources are coordinated for the benefit of the entire system.

FEDERAL AND STATE FAMILIES FIRST/TANF WORK REQUIREMENTS As a provider, RWS has a clear understanding of the necessary paperwork, calculations, agreements, and documentation required for each activity in which the job seeker engages for both core and non-core components, as well as the 20/10 split between core and non-core hours, respectively. By submitting the job seeker's forms and other paperwork timely and accurately, RWS ensures a seamless customer experience with the FF program free from interruption of their activities or benefits. Work activity participation is heavily monitored and any failure to comply is reported. Our team makes initial contact in writing within five business days from referral (or sooner through reminder calls) informing FF customers of the time and date of their orientation and the address, hours, and phone number of the office they are to report. If the customer fails to engage, we attempt to re-initiate engagement to reschedule the customer's appointment for no more than four weeks, at which time we refer the customer to the State for good cause determination and possible sanctions. All contact attempts are noted in ACCENT. Customers who attend orientation sign a form acknowledging understanding of all program goals. Our QA Manager, Vicki Smith, conducts regular internal reviews of our documentation and notes any errors that require correction. Any trends in errors are noted and an action plan put in place to prevent similar errors in the future.

TDSs understand that everyone has unique barriers and attempt to reach the customer by phone/text and email to discuss the reason for noncompliance. TDSs make the first attempt in writing sending a conciliation letter to the customer via email. During the five-day concillation period, two additional phone calls are made at different times of the day (A.M. and P.M.). All attempts are documented in ACCENT. TDSs review any documents customers provide to support reasons for missing hours.

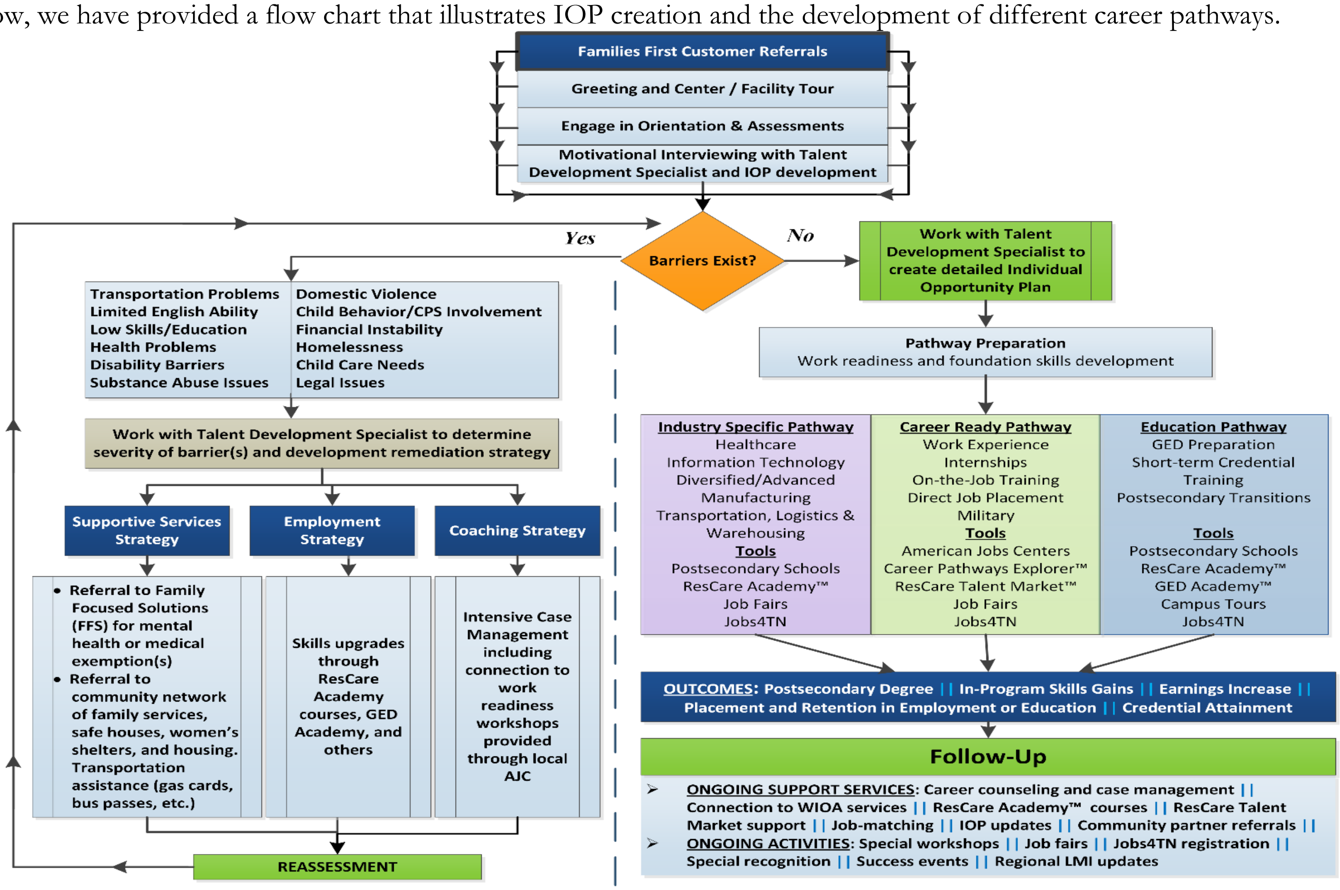
If the customer fails to submit reasons, TDSs refer the customer for sanction request. If DHS grants Good Cause, TDSs reengage the customer into the appropriate work activity. The need for exemption can arise at any time. If a parent, caretaker, or dependent child qualifies for an exemption at any time during the sanction period and reapplies for cash assistance, the exemption is granted and the sanction is lifted. Noncompliance for Exempt individuals cannot result in a sanction. If the exemption is for incapacity or domestic violence (which requires the development of a service plan) and the individual fails to cooperate with IOP development or activities outlined in either of the plans, exempt status is lost. RWS works with sanctioned individuals in sanction status to lift their sanction. Cash assistance cannot be reinstated unless the job seeker qualifies for an exemption or exhausts the minimum penalty period for that sequence of sanction and fulfills the participation requirement. A job seeker must participate for 10 consecutive work days to demonstrate willingness to participate. Supportive services may be received while engaging in required activityies. Failure to complete required activities invalidates his/her request. TDSs monitor job seekers' participation while lifting a sanction and notify DHS of the job seeker's compliance or noncompliance.

SPECIFIC ASSISTANCE TO INDIVIDUALS During focused, upfront assessment, TESs identify chronic and emergent barriers for job seekers and their families. TDSs work with the customer and partners to find solutions to stabilization of needs, including transportation, food, housing, safety, physical and mental health, child education and childcare, child health and development, and other social support. Our team supplements services we offer in house with community-based resources through the development of our diverse network of local organizations in Districts 3 and 4. This comprehensive approach ensures our customers can overcome any barrier they or their family may have, clearing the way to ongoing educational and/or employment success and, ultimately, family stability and self-sufficiency.

C.2. Our team members support each participant in developing and documenting a personalized IOP using a variety of tools, including an initial barrier assessment, Career Pathway Explorer, education and work history, local labor market information; supply and demand data; local, regional, and state demand industry information; local supportive services availability; allowable activities; and co-enrollment in other programs provided by the state to guide them on the road to self-sufficiency. For instance, when a participant selects a field of interest for which they have no experience, we try to incorporate an unpaid work experience as an allowable activity so they can gain experience. Or when a participant selects a demand occupation but lacks the appropriate certification, we incorporate training into their IOP and co-enroll them in WIOA.

The goal of every IOP is to transform the TANF participant into a job seeker, engaging them in an active job development process that ultimately leads to long-term, sustainable employment. In addition to documenting employment goals and their required activities, the IOP is frequently reviewed and updated by the participant and TDS to measure progress, identify emergent barriers to success, accommodate other changes in the personal lives of participants, and get them started on a viable career pathway. In this way, the plan remains a meaningful and useful guide to participants and their families.

Below, we have provided a flow chart that illustrates IOP creation and the development of different career pathways.



Our goal is to engage customers in program services within 72 hours of referral. We also mail customers a notification giving them a 10-day notice of appointment. We understand that quick and ongoing engagement is crucial to participant success. Our high-touch method of contact ensures we stay connected to participants through a variety of techniques. For those who do not attend a scheduled program activity, we initiate contact via phone, text, and mail over the course of several sequential days.

INITIAL APPOINTMENT ORIENTATION Orientation gives job seeker the opportunity to learn how their carrer goals align with the FF program policies and regulations. Orientation serves as a springboard to delevoping the IOP between the TDS and job seeker and identifying needs, such as support services. During orientation, TDSs engage the job seeker by reviewing the orientation PowerPoint. This ensure all job seeker receive the same information across the board. Additionally, TDSs review information to ensure job seekers understand the requirement of the FF program. We will continue to work with DHS to explore ways to provide the orientation in other modalities to be more accessible to families.

ASSESSMENT RWS has vast knowledge and experience in using strengths-based assessments. In 2019, customers in Districts 3 and 4 have completed 1,177 Career Pathway Explorer assessments which matches job seekers' career personalities with personalized career matches. Our personalized assessments build unique service plans for each and every job seeker based on their individual strengths and career goals. We employ a strengths-based, person-centered method when employing participant assessments. While families may need many of the same services, their needs and goals will inevitably differ. Through our one-on-one engagement strategy and family-focused assessment tools, our team members work collaboratively with families to understand and address their unique needs. In each case, we determine background, basic needs, family-related issues, work history, strengths, and existing viable skills. From the first assessment, each participant is encouraged to take pride and ownership of their IOP, and we promote ownership and responsibility throughout the course of the program and beyond. Gathering individualized, strength-based information from the job seeker is essential to providing quality service coordination services. Assessment tools are extremely valuable when there is excellent rapport between the job seeker and the TES and/or TDS. Pairing quality assessments with Motivational Interviewing techniques provides an ideal environment for information gathering and collaboration. Our assessment goals are to identify needs in the following areas: **Family Stability –** food, housing, safety, transportation, physical/mental health, child education, childcare, social supports **|| Family Employability** – legal, education, training, employability skills, and expertise **|| Family Security –** income, financial knowledge, and skills.

We work with the job seeker to complete the DHS assessment and the DHS assessment addendum at the initial appointment. We also reassess when goals or outcomes have changed, when participation becomes mandatory following an incapacity or domestic violence exemption, employment ends, and/or little progress toward outcomes is observed.

INITIAL APPOINTMENT – CONTRACT DEVELOPMENT The contract development process sets up the job seeker into their established career pathways plan by developing short- and long-term goals. Our established partnership network, on which we will expand, provides job seekers with vast resources and connections to meet family stability, employability, and security goals by providing necessary basic needs supports, educational and work opportunities, and long-term family security to move families out of poverty. In line with DHS' window to complete a contract, RWS holds itself to a five-workday standard so that benefits can start as soon as possible to aid in family stability. Although the contract is binding with the job seeker, DHS, and RWS, it is a flexible, living document reviewed frequently to determine if updates need to be made and documented. As job seekers gain family stability and family employability skills, we work with the job seeker to assess the need to change the contract to reflect new goals and activities to reach family security. The IOP is a vital components of the contract. The IOP includes strategies that play to the family's strengths and goals geared toward addressing the family's needs based on information gathered using Motivational Interviewing and comprehensive upfront assessments. The IOP also focuses on the goal of achieving self-sustaining employment and the development of career pathways and includes strategies for achieving these goals. The IOP is based on assessments, including our career personality assessment, Career Pathways Explorer. As real-time feedback and ongoing evaluation of our effectiveness, every job seeker is asked to complete a RAYS survey at the end of the initial appointment. This feedback is gathered electronically and shared internally at all levels, including nationally, statewide, and locally. Action steps are developed based upon feedback received and incorporated into programming.

INITIAL APPOINTMENT – DOMESTIC VIOLENCE SCREENING In 2016, the Tennessee Bureau of Investigation's "Domestic Violence" report showed that 11,486 aggravated assaults were reported statewide. The report also showed that 52,066 simple assaults were reported statewide. Nationally, up to 74% of TANF recipients report recent domestic violence victimization, versus up to 31% of the general population according to the article "Intimate partner violence and welfare participation: A longitudinal causal analysis," by T.C. Cheng published in the Journal of Interpersonal Violence, 2013, 28(4) pp. 808-830. Job seekers experiencing or who have experienced domestic violence need additional family stability supports prior to being able to engage in employability activities. For instance, women and men who experienced food or housing insecurity in the past 12 months nationally reported a significantly higher 12-month prevalence of rape, physical violence, or stalking by an intimate partner, compared to women and men who did not experience food or housing insecurity (Breiding, M. J., Chen, J., and Black, M. C. (2014). Intimate partner violence in the United States – 2010 Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention). RWS screens all job seekers for domestic violence using a DV screening form and Motivational Interviewing techniques. TDSs are trained in trauma-informed care, a structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of

trauma, including domestic violence. It emphasizes physical, psychological, and emotional safety for both the job seeker and RWS team member, and helps survivors build a sense of control and empowerment (www.traumainformedcare.org). We connect job seekers to the Family Focused Solutions appropriate domestic violence/sexual assault agencies immediately.

INITIAL APPOINTMENT – FOLLOW-UP As families who apply for the FF program face a significant financial need, RWS takes timely action to notify DHS that the job seeker has completed the necessary requirements with FF to open benefits. RWS employs both front- and back-end processes to ensure this process occurs and benefits are opened timely. Once a job seeker completes the contract development process, an alert is sent to DHS via the ACCENT system. DHS then determines the next steps for eligibility. The TDS utilizes internal checklists to ensure this step is completed. We perform regular internal reviews to ensure alerts are set per the FF process guide to ensure the timeliness of benefits for the job seeker.

SELF-SUSTAINING OUTCOMES Our team members work with job seekers to write their IOPs to provide direction and measurable outcomes of what their lives will look like when outcomes are met. These service plans provide the foundation for individualized career pathways that lead to family security. Career pathways aid the more than 36 million adults in our country who have limited skill levels to improve their skills and get better jobs. Career pathways create routes to becoming a skilled professional and support individuals along the way, coordinating with employers, and providing crucial guidance. Each step allows the job seeker to gain a marketable skillset and credential, preparing them for the next job on the career path.

We use SMART (Specific, Measurable, Attainable, Realistic, and Timely) goals to help job seekers achieve success in stability, employability, and security needs. Outcomes are the yardstick to measure the job seeker's Educational Success, Workforce Development and Economic Assets, Health and Well-Being, and Social Capital within the 60-month timeframe. For job seekers who have been identified with high stability needs, the family map is aligned with the outcome statement, which can extend beyond the 60-month lifetime limit.

NEEDS Heavy, upfront assessment is the foundation for determining the needs of job seekers and their families. Needs may range from family stability needs to family employability needs to family security needs. Once needs are identified by the job seeker, the TDS partners with the job seeker to identify strategies to meet the needs of the job seeker. This includes strategies that support the job seeker and meet him/her where they are at in achieving Educational Success, Workforce Development and Economic Assets, Health and Well-Being, and Social Capital. Strategies may or may not be countable towards work participation based on the need and the Work Verification Plan. Examples of non-countable activities include, but are not limited to, researching educational options, applying for financial aid, attending family support groups, and attending appointments with WIOA provider. Documentation includes a start date, end date, countable work activity component, number of countable hours, and appropriate verification to support the strategy.

VERIFICATION In the projects we run, RWS works with community agencies, educational institutions, and the business community statewide to understand the importance of providing timely, accurate information for verification when appropriate. RWS has robust internal controls and processes to ensure verifications are received in a timely and accurate manner and align with program and policy requirements. TDSs build rapport with job seekers and ensure they understand the verification requirements, including submission timeframes and how to ensure the verification is complete. Our required RAYS Customer Experience Training and Philosophy creates an understanding of why we concentrate on the person and creates an environment that is open and supportive and matches the individual's pace. Motivational Interviewing techniques establish rapport and help our team get to know customers. TDSs also use SMART goals to effectively establish realistic steps and deadlines to keep job seekers focused and on track toward their ultimate career goals. Our comprehensive training program teaches our team members methods to effectively build relationships with work experience and community service sites, educational partners, job seekers, and other partners through face-to-face communication at their location or home.

SUPPORTIVE SERVICES Tennessee's Families First program provides generous financial support to job seekers to achieve a true Two-Generation Approach. Supportive services are a key aspect to ensure families have the fiscal supports necessary to be successful in both their short-term and long-term FF goals. We believe in strong vendor partnerships in our communities, such as career closets, food pantries, and WIOA programs, which we leverage across the state. TDSs first research available options and support in their communities to meet the job seeker's needs prior to authorizing supportive services through Families First. The authorization is based upon the job seeker's Educational, Workforce Development, Health and Well-Being, and Social Capital goals to provide financial support to achieve those goals. TDSs receive extensive initial and ongoing training regarding supportive services policies and procedures. Our Quality and Training Team reviews checklists that are completed prior to authorizing supportive services to ensure compliance with policy. All supportive services, whether provided by a community partner or authorized through the Families First program, are documented in ACCENT.

CAREER PLAN RWS understands all madatory program participants are equally required to have a 30 hours work activity. IOPs are developed for each member of an intact family and single parent households. Some intact families and single parent households require modified IOPs due to limitation within the family unit. Occasionally, households choose to have one parent complete all the hours for the household while the other parent stays home to take care of the house and the children. A career plan is developed for the parent remaining at home, which happens for a number of reasons, including the following:

- They do not want to put their children in daycare for cultural or personal reasons
- Having a child with special needs that has many appointments allows the support parent to provide the needed care

- Not being able to consistently attend ESL, HISET, Family Literacy, or other training programs due to conflicting schedules or elements of the program are not countable for FF hours. The support role allows the job seeker to be more flexible with their time to attend courses
- Having only one parent complete the hours allows more flexibility for the other parent to find employment on different shifts or time to do hours outside of regular business hours
- Cultural preference
- A parent is already doing something for their household that would not count towards FF participation hours (i.e., graduate school), but the household needs the assistance now
- Support plans can be beneficial to a household when a family isn't able to commit to both members completing hours according to a planned schedule, and having a support plan allows more flexibility for the other parent

The Outcome statement on the career plan for a support parent is strictly written to support the parent who is participating for a minimum of 30 hours per week. However, RWS believes it is important to encourage the supporting parent to have their own career goals. Although the hours may not count for participation, RWS encourages support parents who have limited English-speaking ability to participate in ESL classes and Family Literacy programs. Also, as part of orientation and assessment, the ResCare Academy Job Skills Profiler is completed with ALL job seekers, which can help support parents discover their career aptitude and potential career choices. Support parents can access ALL ResCare Academy courses, which do not count for hours, but can help these job seekers in learning about life skills, such as budgeting, healthy eating habits,

Minor Parents In our TANF operations across the nation, we receive referrals for "minor parents" and "dependent children" to engage in TANF activities. Minor parents are those with dependent children under the age of 20. Dependent children are those in a household receiving TANF assistance, but the minor child is not regularly attending school. RWS places a high value on these job seekers acquiring age-appropriate education necessary to earn livable wages. Often this group of job seekers have not finished high school or acquired a HISET. RWS knows what the long-term economic impacts on achieving these foundational educational attainments have on their long-term earning potential and employability. Finishing high school or obtaining a HISET are critical in forming a path from poverty to successful mobility. RWS prescreens all referrals from the department in determining age appropriate activities as part of the Orientation and Assessment process with the specific goal of engaging these two populations back into educational activities. During our assessment process, TDSs discuss educational attainment and the job seeker's most recent achievements. TDSs seek to understand the root cause of attendance issues and connect the job seeker with the resources necessary to reengage in either high school or HISET activities. Once verification is obtained of full-time high school or HISET enrollment, TDSs develop career plans for either of these activities.

C.3. We focus on stabilizing families through the FF Two-Generational Approach to gauge need and form an appropriate response plan to address those needs beginning with the most basic—food, shelter, safety, etc.—before progressing to employability and securing financial stability. Our overarching goal is to reduce barriers and put our customers on the right track to sustainable employment so they and their families no longer need public assistance and can live self-sufficiently. Over the last 15 months, our teams have effectively and efficiently managed the projects in Districts 3 and 4, ensuring completion of the scope of services as laid out below and delivering outcomes that meet or exceed the State's measures.

Unsubsidized Employment As a job seeker obtains employment, the TDS requests an Employment Verification Form (EVF) to be completed by the employer and submitted within 10 business days of starting new employment. The TDS documents the EVF in ACCENT and submits the EVF to DHS with the employment update. Once employment is updated by DHS, the TDS updates the IOP with employment. If the job seeker is employed over 30 days, the TDS requests all pay stubs to be submitted in place of the EVF. Documentation and verification of Unsubsidized Employment is important to ensure that DHS is aware of any changes in benefits that employment may require and to put job seekers on track for potentially receiving transitional or Work Incentive Program (WIP) services.

Work Experience Participation Once a job seeker is determined to benefit from additional exposure and hands-on experience within their career pathway, the TDS begins working with area employers to match the needs of the job seeker. The TDS meet with the identified employer and job seeker to discuss the Work Experience agreement and expectations and determine the amount of time (up to six months) to learn the skills needed to gain experience. The agreement is signed by employer and job seeker for the agreed upon timeframe and a job description is created outlining the skills and duties to be learned and competed during the placement. Timesheets from the employer are entered into the Atlas kiosk and reviewed weekly to determine the number of hours worked, as well as a progress evaluation from the employer and review of progress in career pathways. Timesheets are reviewed by QA Manager and/or QA Analyst weekly for accuracy in calculation of hours, signatures, dates, and progress at the worksite to ensure the placement is within the Work Experience agreement timeframe and accuracy of forms and timesheets. Documentation and hours are entered into ACCENT weekly.

Community Service TDS outreach public and nonprofit organizations with work duties that are useful to the community to serve as Community Service sites. Once a TDS determines that a job seeker can benefit from a Community Service placement, a Community Service calculation is completed to determine the number of weekly and monthly participation hours. Hours per week and per month are limited by the minimum wage calculation following the Fair Labor Standards Act (FLSA). Documentation of the maximum hours a job seekers can participate is essential to ensure we follow FLSA guidelines

and ensure job seekers comply with Community Service. Monitoring of documentation shows progress with soft skills to prepare for the next steps in the career pathways, such as Work Experience. RWS signs Community Service agreements with worksites, not individual job seekers, to facilitate site set up prior to a need for quick placement to meet job seekers' needs. RWS meets with local nonprofit agencies, such as Best Friend Sanctuary, Chambliss Thrift Store, The Refugee, Second Harvest, and Serenity Point, to assess program fit and the agency's monitoring capabilities. Once determined to be a good fit and willing to participate, a Community Service agreement is reviewed and signed with the employer/agency, which are kept on file in Atlas for 12 months. RWS receives, reviews, and enters into Atlas timesheets from the employer/agency. From timesheets, TDSs determine hours worked for the week, progress evaluation from the employer, and review of progress in soft skills to prepare for career pathway.

Job Search and Job Readiness (JSJR) The four-week opportunity to participate in JSJR is vital to the job seeker to gain greater understanding about successfully participating in the workplace and to seek out employment opportunities. Documentation and verification are intense to ensure the job seeker gets the most out of their limited time in JSJR.

Once a job seeker is determined ready to participate in JSJR, a four-week career plan is created. The TDS and job seeker discuss career pathway goals to ensure the job seeker gets the most benefit from the time in JSJR. The TDS reviews the JSJR timesheet with the job seeker and explains its use as a log of all job contacts completed and, if applicable, explains the job readiness workshop. If online job contacts or applications are made, the TDS monitors the contacts and initials on the JSJR timesheet throughout the day. The TDS reviews timesheets daily, along with any online confirmations received with timesheets, to discuss job contacts made, progress toward career pathways, and accuracy of information provided. Once reviewed, the JSJR timesheet is signed by job seeker and TDS. The TDS completes verification of 25% of job contacts made and enter JSJR hours from the timesheet into Atlas.

Educational Components Educational opportunities for job seekers afford formalized, job-focused training and makes them more attractive to employers in a work environment with ever-increasing dependency on technology to maintain and enhance productivity. When a job seeker is determined appropriate for participation in an educational activity, a review of their TANF education lifetime counter is completed to ensure the job seeker is able to complete the education within the 12-month limit. To place a job seeker into an educational activity, the following items are required:

- Class schedule showing days class held, times of classes, dates for school term, name of school, and job seeker's name. EDRE is able to accept enrollment letter with institution name, job seeker name, days class held, times of classes, and date began in class, and indicate classes attending. For Secondary School or in a Course of Study Leading to a Certificate of General Equivalence (SASS) only, a letter from the school to verify attendance is needed.
- Academic calendar showing school breaks and planned closures (SASS excluded)
- If ongoing in education, grades for last term (EDRE provides progress through testing scores and progress reports)
- If in Vocational Training, EDRE, Job Skills Training, and Post-Secondary Education, need to provide letter from educational institution stating need for study outside class time to count unsupervised study hours (USST).

Excused Absences RWS has a full service coordination procedure to work with and determine if a job seeker qualifies for excused absences to compensate for missing hours. Tracking of these absences is important to ensure that the allowable hours of excused absences per month are not exceeded so that the job seeker does not get penalized on their FF benefits. If determined that an absence may be excused, those hours are calculated during monthly participation. TDSs document all absences and determine if good cause can be granted. Our QA team reviews the case documentation to determine the average hours that can be granted for excused absence hours on the identified day(s) following policy guidelines. Excused absence hours can be granted monthly, but cannot exceed 16 hours per month and no more than 80 hours within a 12-month period. TDSs work with job seekers to establish a workplace culture to prepare them for career pathways. This includes completing additional hours to achieve progress toward career goals and to reduce the need to use limited excused absence hours when only needing to be absent for a few hours within the month. If a job seeker does not meet participation for the month, then all hours calculated for excused absences are removed to preserve the limited excused hours available in a 12-month period.

Exemptions Job seekers with life circumstances that prevent either their short- or long-term full participation in the FF program are referred to DHS for completion of Medical Evaluation Units. The TDS forwards any documents received to support exemption reason and makes a referral to Vocational Rehabilitation and/or Social Security to provide assistance.

Supportive Services We work with current and potential providers to ensure a broad spectrum of supportive resources are available to job seekers. When additional services are needed, RWS seeks and recruits new providers. We meet with the provider about the FF program and the supportive service process. RWS approves supportive services per DHS policy guidelines and works closely with the policy office on second-level approvals needed for some service types per supportive services guidelines. TDSs work with individuals and families in active status, INCAP/TMAG/DV exempt status, and those obtaining treatment, counseling, and/or rehabilitative or vocational services, as outlined in the job seeker's IOP when assessing eligibility for supportive services. TDSs work with the job seeker to identify supportive services that assist with participation and progress toward the career pathway. Once supportive service types are identified, the TDS works with the job seeker to determine eligibility by gathering required documentation and estimates per supportive services guidelines. When needed, the TDS works with the job seeker on a household budget to ensure they can maintain the service and that assistance

will not place the job seeker in a further challenging situation. The TDS also explores other community resources that the job seeker can use for assistance in lieu of supportive services or when a supportive service is limited to once in a lifetime. When a job seeker works with another program that provides supportive services as well, the TDS works with that program to coordinate supportive services for the job seeker.

C.4. **1.** RWS assesses all referred FF customer needs at two levels of engagement. At initial engagement, we conduct vocational assessment, such as CareerScope, to determine if the job seeker is a candidate for employment immediately or if they need specialized assistance to meet an in-demand business need. We customize assessment and screening tools to ensure the job-ready talent meets the needs of our business partners. As an extension of the business screening and matching efforts, our tools and approach are fully aligned with the priorities of each of our business customers.

For job seekers determined to need additional assistance at initial assessment or later, TESs conduct formalized assessments and motivational interviewing to measure career interests and aptitudes, basic skill levels, and psychosocial needs. Our comprehensive assessment process begins with each job seeker completing a comprehensive Families First program assessment which documents contact information, education, employment history, military service, legal barriers, personal wellbeing, interests, and aptitudes. This is followed by our **Career Pathway Explorer™** assessment our visual-based, online assessment that gives job seekers a holistic understanding of their personality to aid in career choice. The assessment provides suggested career paths and supplies industry outlooks along with expected salary ranges. Next, each job seeker participates in a one-on-one motivational interview with their TDS to discuss the results from the initial assessments, as well as personal information, work history, education, and identify any barriers to employment. If the job seeker does not have a high school diploma or HISET, the TDS assigns one or more **Educational Assessments**, such as the Test of Adult Basic Education (TABE) that determines functioning levels in writing, reading, and math or **GED Academy™** evaluations and coursework to determine grade level. Job seekers with little to no work history are assessed through a **Vocational Assessment**, such as CareerScope, or referred to the local AJC to further measure the job seeker's vocational aptitude. We may also utilize Microsoft's Digital Literacy Curriculum to assess an individual's knowledge of hardware and software. Assessment results, combined with in-demand occupation information, career pathway options, and the job seeker's and his or her family's needs are used to develop a detailed IOP that includes long-term goals and interim objectives/steps the job seeker and his or her family will pursue to achieve those goals. A copy of these plans are provided to FF customers.

2. We ensure all facilities have a family resource center which provides phones for contacting employers, computers for online job search, RWS tools, and typing tutorials. Job leads and hiring events are prominently posted. Resume paper and thank you notes are also available. We provide links to RWS tools on resource room computers. Deepfreeze software is installed on all computers to erase any files that are saved on the computers that have identifying info. In urban areas, TESs are available in the family resource center to provide onsite support to job seekers needing assistance with job search, job applications, resumes, and computer program navigation, as well as other needs. At local AJCs, TDSs connect with businesses to obtain job leads, which are shared with job seekers. Providing onsite TDSs at each Center allows additional supports and connections for FF job seekers to become comfortable accessing while fully participating in job search activities. TDSs also provide immediate job seeker support utilizing workforce development tools, such as ResumeHero or ResCare Academy. In-depth assistance is provided, when necessary, for setting up a Jobs4TN account; researching high wage, high skill, high demand jobs; applying for job opportunities; and registering/making changes in the job seeker's TDHS Account.

3. For customers new to the workplace, those returning after a long absense, or former offenders looking to re-enter the workplace, we connect with the local AJC for work-readiness softskills workshops that cover resume creation/updating and interviewing that address work history gaps or help translate skills developed outside of the workplace into tangible skills relevant to positions. Specific to former offenders, we provide support to justice-involved reentry individuals through one-on-one support, an optional two-day course on learning how to present convictions to potential employers, how to write a Turn Around Letter to submit with the application explaining their conviction, and outreach to employers willing to hire this population. RWS has formed partnerships with local law enforcement and probation officers throughout Districts 3 and 4 to provide support to justice-involved job seekers. Each office has "Turn Around" packets to offer job seekers who need them. TESs work with job seekers to write and review answers to questions they may receive in an interview. We support job seekers in requesting expungement from either the courts or Child Protective Services to enhance their employment opportunities. Our teams receive training on serving reentry/justice-involved job seekers. This training is informed by the re-entry workforce services programs RWS operates through the Nebraska Department of Corrections and the Office of Parole.

C.5. We recognize the vast diversity throughout Tennessee and have developed partnerships with organizations, such as Middle TN State University, Nashville State University, and ELS Language Centers – Nashville, to seek referrals, as well as to provide translation services for job seekers. We meet job seekers where they are and focus on strengths instead of weaknesses. We create enhanced partnerships throughout the region to increase the footprint and availability of the FF program and TANF services, engaging community organizations that serve individuals from various cultures. Team members participate in culture and diversity training as part of their RWS onboarding process. Throughout all RWS operations, we partner with area ESL programs and use Language Line as needed to bring quality training to job seekers for whom language is a barrier.

Integration into a new community is difficult when language presents a barrier. Certainly, this is true with trying to find

employment. Our goal for job seekers entering our programs is for them to feel at ease and to know that they'll get the help they need regardless of the language they speak. This builds rapport, trust, and a sense of relief to job seekers because they know that they will be heard, and understood, regardless of what language they speak.

RWS operates locally. Our teams are hired from local professionals. Our phones are answered in local offices by local team members. This gives us the flexibility to give preference to hiring team members who speak the languages present in the local community. We endeavor to recruit as many bilingual individuals as possible. Because we hire bilingual individuals, where possible, we often provide training and services onsite in multiple languages. We can regularly provide services in Spanish and Arabic. While not all languages are represented by RWS staff, we utilize Language Line and develop partnerships with organizations in the districts we serve that provide interpretation services. We also partner with ESL sites and refugee centers to provide services directly to those that may or may not speak English. In some of our projects, refugees who participate in the program complete work experience as interpreters for the centers. Language Line provides phone and video interpreting of more than 240 languages, including American Sign Language. We provide this service free of charge to job seekers so they can feel confident in the decisions they make about their benefits and careers.

C.6. RWS has provided TANF coordination services for Districts 3 and 4 for the past 15 months where we have developed extensive community partnerships and gained an strong understanding of TANF services, plans, and implementation. Based upon the information gathered in assessments and through motivational interviewing, our TDSs explore with job seekers the career path most appropriate for the job seeker and work with the job seeker to develop a fully defined IOP that includes the appropriate mix of work readiness softskills training, supportive services, barrier remediation, work experience, credentialling, education, and training. The work we do after placement is key to our participant's success. Retention in the FF program provides the foundation for the participant to reach their goal towards self-sufficiency. TDSs are responsible for following up with the participants and employers regarding the participant's progress. After the participant finishes his or her first day of employment, the TDS contacts the participant. The TDS asks specific questions, such as: how was your first day; what is the name of your supervisor; what is the name of your mentor; did you enjoy working in your new job; or have you met any of your new coworkers? We find these questions invite the participant to open up about their experience. The TDS is responsible for addressing any challenges proactively; therefore, if they hear resistance over the phone, they must continuously ask the participants for an honest response. This allows the TDS to get to the bottom of the problem. The TDS also follows up with the customer after his or her first week of work to reassure the customer that we are their support system and are here to help him or her. Afterwards, a monthly follow up to the participant occurs.

TDSs follow up with the employers after the participant's first day and first week of the placement by phone or email to ask for feedback regarding the participant's progress. Employers are comfortable providing us with information if we are taking a proactive approach rather than waiting for a problem to arise. After the two initial contacts, the TDS follows up with the employer monthly to conduct site visits, continuously request feedback, and to work with the employer to ensure the participant remains employed. Site visits are vital for us to observe the participant's performance and relationship with peers and employers, allowing us to document whether or not the placement was appropriate. TDSs are also responsible for addressing with employers any concerns that were brought to their attention. The TDS provides the employer with an Evaluation Form after 90 and 180 Days after placement. After discussing the review with the Operations Manager, the Evaluation Form is filed in the participant's case file.

RWS maintains that leaving welfare dependency is a continuous process, not a static event. The various preliminary stages of the process – assessments, acquisition of skills, development of good work habits, and placement in employment – are preliminary to the key to self-sufficiency: long-term job retention. From the first day on the job, through lifelong learning leading to job advancement, our follow-up strategy stresses pride in ownership: ownership of your job and your future. We celebrate and recognize success in personalized congratulations letters sent by local management. This provides encouragement and a sense of pride in their accomplishment. RWS provides follow-up strategies for up to 12 months for job seekers who exit the program because of employment. During this time, TDSs continue to assess for emergent barriers to success/retention and provide remediation services. Job seekers continue to have access to ResCare Academy, GED Academy, ResCare Talent Management, and ResumeHero to support continued skills enhancements and career advancement. We provide post-employment incentives to customers that retain their positions after exiting from TANF. Should an emergent barrier require a training/education activity or supportive service, the job seeker is referred to those providers and the TDS provides follow-up and documentation in ACCENT. We connect job seekers to the local AJC for WIOA co-enrollment for access to transition services and utilize training provided by community partners to upgrade and enhance participant skills to help them move into more advanced positions. To develop further social capital, our team has had great success in recruiting and maintaining FF customers in good standing and their families to serve as Peer Mentors for the program. We encourage Peer Mentors to attend program orientation sessions and FF meetings we organize to promote participation.

C.7. In our current Districts, we help our FF participants get Work Ready by providing resume assistance, interviewing practice,and clothing assistance and supplement our work-readiness programming by partnering with local AJCs to connect our customers to workshops and open up more training opportunities. By partnering with local AJCs, our customers are able to co-enroll in WIOA for tuition and book assistance and further supportive and transition services on their way to gainful

employment.

C.8. RWS develops local, regional, and national partnerships to provide training that aligns with our participants' career goals.

Provider	Training	Duration	Outcome
National HealthCare Corp.	Certified Nursing Assistant (CNA)	2-3 Weeks	Starting wages over $12/hr.
CVS	Subsidized Employment and Apprenticeship programs: Pharmacy Tech, Management, Call Center	Varies	Entry level and mid-level with career advancement
WIOA Co-enrollment	ITA Providers	Varies	Job Skills Training

C.9. RWS' goal is to build a strong pipeline of skilled labor for businesses in the Regions we serve. Each TDS is assigned to one of the region's targeted industry sectors with monthly goals for numbers of interactions with employers, as well as numbers of job openings posted and other services provided to businesses. These interactions increase employer awareness of the FF program and its professional resources by participating in Chamber events, speaking at different local group meetings, conducting email campaigns, hosting Sector Focus Groups, inviting employers into the Center to discuss strategies for meeting their future needs, and other strategies. From a priority standpoint, our team stays deeply aware of what is happening in the AJCs. To efficiently identify opportunities to meet employment and advancement needs, our team uses the following tools and community resources that inform our processes and help us target the right employers:

Scouting New Business Openings – New business openings are a large subset of the market that results in many outcomes for those systems at large. To keep our finger on the pulse of new businesses coming into each of the Counties we serve, our team monitors commercial property leases and news around economic development efforts coming into the communities.

Quarterly Workforce Solutions Planning – We engage our colleagues within the AJC quarterly to ensure our operations prepare for opportunities developed by others and respond timely and accurately to those opportunities.

Labor Market Information (LMI) – RWS gathers information about, and analysis of, all available job openings in a given geography (e.g. to the ZIP Code level or within a certain radius of a given address) and sorts and analyzes by volume, occupational title, employer, and rate of pay to assist in identifying companies with openings that are aligned with member career pathway goals. This allows us to immediately identify the top ten companies hiring in each industry, the top position titles posted, and the demographics of active job seekers.

Our strategies are further supported by the development of our team members through our Business Solutions Certification training, which teaches our team to use available electronic and other means to identify employment leads and develop long-term relationships with employers, resulting in comprehensive business outreach plans that include:

- Segmentation of employers by industry and occupation group that is directly correlated to current and anticipated member employment needs, including career advancement needs beyond initial placement
- Integration of ways in which to connect with employers, including cold calling, face-to-face meetings, electronic messages, mass communications, and networking through organizations, such as Chambers of Commerce and industry associations
- Development of customized marketing/outreach tools and messages specific to industry sector on which we focus
- Identification of weekly and monthly job development and placement stretch goals that are tracked and reported against and used by the Operations Manager to evaluate effectiveness of employer outreach and improve team efforts.

As we target new employers for development, one of our criteria is the likelihood of growth. We look for employers that have demonstrated expansion or growth over the past two years either by researching new locations that have been opened or through stated public expansion plans in the media or on company websites. In developing new relationships, our team always stays a step ahead to ensure we are aware of any new businesses opening a location in our coverage area. We use the following comprehensive strategies to keep informed on commercial development:

- Ongoing communication with our community partner relationships and network of employers. Our Operations Managers are actively involved in chambers of commerce activities, maintain close partnership with economic development councils, and meet regularly with local council members to ensure the program has advance knowledge of large hiring needs and location openings
- Monitoring commercial real estate websites like LoopNet, local and regional business journals, and the business section of local publications that provide near-time information on community property developments and new openings
- Reading news articles pertaining to priority sectors and in-demand industries in the communities we serve
- Daily engagement with social media sites like LinkedIn

Once we identify a new business to recruit, our selling point is our ability to show them what we have done for similar businesses. We often rely on customer references to engage them. We also prepare a recruitment plan to describe exactly what we will do, which often includes marketing their opportunities, managing the application process, scheduling the candidates for prescreening, referring to them prescreened candidates with all of the prerequisites to apply and be hired by them, offering our facilities to conduct interviews and onboarding sessions, and providing a robust critical validation process to gather the employee's information after being hired.

C.10. Many participants we serve face significant barriers, such as criminal convictions, generational poverty, low educational attainment, and lack of basic life and work readiness skills. RWS has a consistent philosophy and a time and industry-tested

toolbox consisting of a comprehensive career assessment, soft skills curriculum, HISET assistance program, resume creation tool, interactive job search and matching portal, localized labor market information program, and more to address obstacles and move participants into sustainable employment. We treat barrier remediation with a family-centered, community-based approach that draws on local resources to support vulnerable participants and their families. RWS supports the two-generation method, engaging strategies that help both parents and children break out of the cycle of poverty. By endeavoring to serve whole families, we greatly increase participant commitment and vastly improve their chance at success. Our team members work with parents to determine each family's specific needs and challenges. Based on needs assessments, we facilitate family support measures, such as transportation assistance, parenting and family literacy classes, child care aid, food assistance, and early childhood education enrollment. Heavy, upfront assessment is the foundation for determining the needs of job seekers and their families. Motivational Interviewing provides a framework by which the TDSs can elicit additional information and details from the job seeker regarding their needs to overcome barriers.

- **Limited English skills:** We ensure team members reflect the language demographics of the region. To assist those individuals needing assistance in a foreign language not spoken by onsite staff members, we use Language Line to provide immediate telephone access to interpreters in dozens of languages. We also work with Adult Education and Community College system partners to deliver English as Second Language (ESL) classes to help customers improve language skills.
- **Low education/limited literacy skills:** GED Academy helps those with reading levels as low as 3.9 grade level. We also work with local Adult Education and other community partners that specialize in services to this particular population.
- **Mental and physical health problems:** Customers assessed with emergent mental and/or physical health issues are referred to Family Focused Solutions for barrier remediation.
- **Disability barriers:** As a division of Res-Care, Inc.—a primary provider of job training and educational support to individuals with developmental or other disabilities—RWS is well-versed in meeting the needs of individuals with disabilities. We offer peer-to-peer training to ensure our team knows the best possible resources available for the customer and the employment opportunities best suited to the individual needs of each client. Over the past 15 months, we have worked with Disability Program Navigators and Vocational Rehabilitation staff and program services.
- **Substance abuse problems:** RWS has developed strong linkages with community partners specializing in the treatment of addiction and refer participants as needed.
- **Domestic violence issues:** We partner with community providers of family services, including Cookeville Rescue Mission, Chattanooga Room in the Inn, Chattanooga Rescue Mission, and The Brooks House, to form a network of supportive services to which we facilitate referrals.
- **Child behavior problems and/or Child Protective Services involvement:** RWS partners with local churches, community centers, youth advocacy groups, and other community agencies to best serve and care for this particular group.
- **Transportation problems:** Gas cards and bus passes are issued to eligible participants to ensure participation in activities central to their career pathway.
- **Poor, minimal, or no work history:** We utilize Motivational Interviewing techniques to learn more about the participant's life experiences, uncovering skills they may have previously disregarded. We believe *all* participants have skills when they come into the program, regardless of work history. We focus on the participant's strengths, and each step of the program is geared toward maximizing existing strengths and gaining new ones.
- **Financial instability:** Our team incorporate financial training into customers' IOPs as needed. We connect customers to financial literacy workshops hosted in the local AJC or presented by community partners. ResCare Academy also has financial literacy courses, which we assign to our customers.
- **Homelessness:** As a longtime operator of TANF programs nationally, we understand the dynamics of homelessness and incorporate services and referrals to connect individuals to stable permanent housing and other basic supports as a means to enhance their ability to obtain and maintain employment. We collaborate with local homeless support agencies and programs, such as Cookeville Rescue Mission, Chattanooga Rescue Mission, The Refuge, and Second Harvest, to identify participants without stable housing and in need of support and workforce development services.
- **Availability/unavailability of child care:** We help participants co-enroll in programs where they can receive services from all funding sources to enhance their ability to carry out their IOP. We partner with parenting programs in the community, the health department, and other low-income health care providers to facilitate referrals.
- **Legal issues including criminal records, unpaid fines, and unpaid child support:** We have significant experience serving individuals with criminal backgrounds and providing former offenders with the necessary scaffolding to support their re-entry into the workforce. We partner with local probation and parole offices, juvenile and adult correctional facilities, pre-release programs, and churches to reach this population. Additionally, we will continue to develop a directory of employers willing to hire those with criminal backgrounds.

Once needs are identified by the job seeker, the TDS partners with the job seeker to identify strategies to meet the needs of the job seeker. This includes strategies that support the job seeker and meet him/her where they are at in achieving Educational Success, Workforce Development and Economic Assets, Health and Well-Being, and Social Capital. Strategies

may be countable towards work participation or may not be countable based on the need and the Work Verification Plan. Examples of non-countable activities include (but are not limited to):

- Researching educational options
- Attending family support groups
- Attending appointments with WIOA provider
- Collection of paystubs, employer verification forms, and/or timesheets
- Applying for financial aid
- Verified class hours
- Daily attendance records/attendance logs
- Electronic time logs

Documentation includes a start date, end date, component (for countable work activity), number of countable hours, and the appropriate verification to support the strategy.

C.11. In the 15 months we have provided TANF services to Districts 3 and 4, we reviewed and have made many improvements to our quality assurance processes and procedures, beginning with hiring our QA Manager, Vicki Smith. Ms. Smith has implemented a monthly file review process, which has resulted in vast improvements in the number of billable files. For example, in the first quarter of 2019, we have reduced the number of files that were not billable by 70%, which has been instrumental in succeeding against the backdrop of the reduction of TANF cases across the state. Our caseload has dropped 14% the first quarter of 2019. Ms. Smith and our Project Director, Monty Karas, review cases monthly, actively reporting findings to the team to ensure items are corrected quickly so we are able to bill for as many cases as possible. Our team makes every effort to encourage customers to supply sufficient, timely documentation for proof of participation to ensure provision of transportation and other services. For transportation specifically, qualifying customers receive support appropriate for their individual situation revealed through assessment, whether through reimbursement, bus or gas card, taxi, or van services.

MILESTONE INCENTIVE PAYMENTS RWS uses our internal Performance Management tool, **Quick Base**, to facilitate the management and administration of all incentive payments. We accomplish this through a system enhancement that allows TDSs to easily track all incentive payout levels. This enhancement automatically tracks and allows for the requesting of payment. We pay incentives to the job seeker within five business days of reaching each milestone. **Process for Payment:**

- TDSs verify and document in ACCENT a case note regarding what benchmark the job seeker has achieved and the service and/or incentive provided as a result of the achievement. Atlas auto-tracks time in each individual milestone activity. The TDS has a consistent view of status on their personalized dashboard. This dashboard allows daily maintenance and tracking of job seeker activity.
- TDSs request payment for all job seekers that have met milestone criteria on the day that the milestone is met.
- System generated email routes to the Operations Manager for approval.
- Approval is routed to the Accounts Payable department.
- Accounts Payable processes check for payment.
- The job seeker is notified of check or gift card readiness via phone call and time is scheduled for pickup.
- Job seeker receives appropriate check or gift card, notification of payment reason, and signs for receipt.
- We call time of payment the JumpPoint, as we consider this to be a vital program checkpoint where we can evaluate progress through the program to ensure the customer remains on course and quickly head off any emergent challenges before they develop into barriers. Job seekers are also notified/reminded of additional incentive options at this time. With JumpPoint, we have the opportunity to re-energize the job seeker and achieve maximum participation as s/he sees firsthand that the process works and the payment is real, providing motivation to achieve the next goal.

CASE FILE MAINTENANCE AND DOCUMENTATION REQUIREMENTS RWS uses the TN ACCENT System of Record to document all case related performance information. All team members who have any client contact have access to the system. Case actions and contact documented include customer contact, change in customer status, barriers, outreach attempts, customer milestones, documentation of any paperwork received, and any updates to the customer work activity. Case notes are entered accurately and indicate the names of the team member and recipient, the recipient's phone number, the incentive to be awarded, the reason for achievement, when and where the milestone was achieved, and when the incentive will be awarded. The purpose is to tell the story of the customer's journey through services.

All assignments are scheduled, matching the corresponding IOP with attendance or non-attendance to these activities updated on a weekly basis (by Tuesday of the following week). Alerts are responded to within 3 business days.
We provide an internal tracking process that prompts all TDSs to verify Hours Entry (daily), Comment Entry (every 5 days), Activity Status (every 7 days), Activities nearing completion (within 2 weeks), and IOP documents requiring review (within 2 weeks. RWS maintains client case files in job seeker specific file folders. The following hard documents are scanned and uploaded into ACCENT:

- Referral from State of Tennessee
- Barrier assessment (handwritten)
- Signed IOP
- Customer time sheet (all activities)
- Transportation logs or Transportation receipts
- Career Pathways Explorer assessment results
- TABE test results (for those without high school equivalency)
- Documentation of support service
- Any documentation of change of compliance with career plan
- Documentation of job seeker absences

- Documentation of employment
- Documentation of non-attendance hours

TDSs serve as the primary receiving point for all verification and client documentation, ensuring job seekers meet the required 30 hours of work activity. Time sheets are reviewed for completeness, math, and original signature. After review, the hours are entered in ACCENT on the planned activity.

RWS employs a multi-tiered quality assurance system that includes a self-review by TDSs, a secondary review by another teammate, and the QA Manager review at the local level. Self-review and secondary review consist of reading 10 cases each week to verify all metrics are correct. The QA Manager review consists of reading 25 cases each week to verify that all activities have taken place and to ensure compliance with all FF regulations. This is a proven process that drives quality improvement in training, SOP changes, and changes to service deliver.

Work Verification Plan and Process Our QA Manager, Vicki Smith, has implemented a case review process to ensure accuracy of participation hours and all documentation and that all documentation requested by the State is in working order for each quarterly review.

Training, Confidentiality Requirements, and Data Security Protocol In our projects nationwide, RWS conducts comprehensive training that includes all required local, state, and federal training. Team members are kept informed of all policy, procedure, and programmatic changes and attend collaborative monthly and quarterly meetings to ensure alignment with DHS policies, procedures, and service delivery. RWS teams members are trained in holistic, strengths-based talent development and motivational interviewing techniques that focus on the future and builds on what is right with the individual, rather than trying to fix what is wrong.

RWS ensures all computers are compatible with DHS hardware and software. Prior to ACCENT training, team members who require access to ACCENT complete the Computer Security Agreement and all members are well-versed in data security protocol, including response procedures in the case of a data breach. Should an RWS team member with ACCENT access be terminated or take leave of his or her position, DHS is immediately notified for access revocation.

Grantee's Staff Operations Managers in each District maintain up-to-date organizational charts for their specific District showing reporting relationships and key staff functions. These are sent to the Project Director, Monty Karas, as changes take place. As we are a performance-driven company, adequate staffing is of the utmost importance. Vacant positions are filled quickly with the most qualifies candidate to ensure ongoing program quality.

Performance Measurement Outcomes (PMOs) and Program Activity, Postsecondary, Barriers, and Supportive Services Reports We have a in-depth understanding of reporting requirements for the FF program. We understand the outputs and outcomes expected by DHS and are fully prepared to provide any data and performance outcomes quarterly as requested, as well as reports on program activity, postsecondary, barriers, and supportive services monthly. Our innovative concepts discussed throughout our proposal, such as, but not limited to, Motivational Interviewing, Trauma-Informed Care, and co-enrollment in WIOA programs for access to job readiness curriculums and transitional services assist in building rapport with job seekers and maximize engagement resulting in positive outcomes. Our QA Manager monitors and compares outcomes to performance to ensure our teams in each District are meeting performance. Should the need arise, the QA Manager coordinates with the Project Director and the appropriate Operations Manager to develop course correction to ensure we meet all goals. The QA Manager is responsible for submitting PMO reports to DHS for each District. Reports regarding program activity, postsecondary education, support services, and barriers are compiled and submitted through a coordinated effort between the TES, TDS, and the Operations Manager within each District.

C.12. RWS relies on timely and accurate collection, reporting, and review of data covering all aspects of the Families First TANF operation. RWS believes in quality as a company and conducts quarterly **Quality Management Tool** (**QMT**) reviews of each operation. Our QMT quality improvement and measurement system assesses operational conformance to customer requirements and to company policies and procedures, facilitates the continual improvement of project performance, and identifies best practices. The intent of this review process is to identify areas of strengths and opportunities for improvement, and to assist team members in addressing areas needing improvement. One of the QMT standards requires the annual development/update of detailed internal monitoring plans, which is facilitated by our QA Manager to be reviewed by the Compliance Department for adequacy and approval prior to implementation. The plan details standards for client file maintenance and review, documentation requirements, and level/frequency of internal monitoring of each file. It includes an internal self-assessment and an onsite review conducted by trained and certified reviewers. Strengths and gaps are identified through QMT reviews. Our continuous improvement model constantly assesses and addresses numerical performance issues and any customer satisfaction issues that may arise. To ensure continuous quality improvement, we focus on several key components of our QMT system:

- Performance Tracking System – captures every contract benchmark and process milestone for each project
- RAYS Customer Experience Surveys – online surveys that collect highly valuable feedback that we share with team members to discuss outcomes in team management meetings;
- ResCare Performance Management – assigns individual goals with constructive corrective action following unmet targets
- Weekly Scorecard – current status of human resources, performance metrics, funder relations, and financial management

Employment Verification and Income Calculations Below details our verification approach for work activities:

- **Unsubsidized Employment (Employer)** – Collect paystubs, employer verification form, and online verification services (Work Number) - Eligibility change(s) delivered to career center for recording and making forward projections.
- **Unsubsidized Employment (Self Employed)** – Collect monthly self-employment calendar, prior year's 1099 form, or current or prior year's submitted 1040 income tax form and income documentation. Number of countable hours determined by using net income divided by the federal minimum wage. Delivery to center for eligibility changes.
- **Subsidized, Private/Public Sector** – Collect paystubs and time sheets. Hours of employment are not projected forward.
- **Work Experience** – Deemed hours where necessary under the Fair Labor Standards Act. Where site supervisor has agreed to electronic timekeeping - using digitally reported (job seeker) and approved (site supervisor) hours. Time sheets approved by site supervisor where electronic access is not feasible.
- **Job Search- Job Readiness** – Hours of participation by daily attendance and daily attendance records. Classes are entered based on the attendance log. For job search, each job seeker keeps a daily log of all employment contacts, whether by internet, in person, or on the phone, and turned in weekly.
- **Community Service** – Deemed hours where necessary under the Fair Labor Standards Act. Where site supervisor has agreed to electronic timekeeping - using digitally reported (job seeker) and approved (site supervisor) hours. Timesheets approved by site supervisor where electronic access is not feasible.
- **Vocational Education** – Actual hours are verified through class attendance. Homework does not exceed what is prescribed by the educational program. Documentation is collected weekly.
- **Job Skills Training Directly Related to Employment** – Based on actual class time and time spent in supervised study hall. Where done in a classroom setting, same as vocational education. Where completed using ResCare Academy, actual time is reported through time log within the system. Certificates of completion additionally required in case file.
- **Education Directly Related to Employment** – Based on actual class time and time spent in supervised study hall. Where done in a classroom setting, same as vocational education. Where completed using ResCare Academy, actual time is reported through time log within the system. Certificates of completion additionally required in case file.

COUNTABLE HOURS AND ACTIVITY OR ATTENDANCE LOGS DOCUMENTATION We assign activities equal to the required number of hours and monitor attendance daily for all work activity components to ensure hours remain in alignment with the IOP and ACCENT, and absences and holidays reported by the customer are in compliance with FF policies. Daily attendance tracking allows us to identify those who are at risk of disconnecting from the program. Wherever possible, individuals who miss hours in a given week are assigned additional hours of participation that same week to ensure they meet the minimum standards. For example, if an individual's child care provider was late on Wednesday, making the participant two hours late that day, we assign two additional hours that can be completed on Thursday and/or Friday to meet requirements. Customers participating in education or vocational training programs are assigned work activities during all school breaks.

We have had great success tracking participants' individual progress through program services using the Atlas Electronic Document Management System (EDMS) kiosk system. This paperless documentation and case management tool offers multiple benefits, including the continued nurturing of personal responsibility and individual agency for the job seeker; contribution to a professional, forward-thinking career center environment; and more efficiency to enable the team to invest time using data strategically. Job seeker data is gathered primarily through the Atlas EDMS paperless kiosk system, collecting paper timesheets, documentation of daily attendance at job search, and attendance notifications from job readiness activities, including those with partner agencies. Atlas provides the ability to upload such verification documents which are linked then to the participation activity for each reporting requirement.

FF customers are allowed no more than two daily absences, or sixteen hours, per month. Customers are to call our office by 9:00 in the morning if they need to be absent that day and a determination is made as to whether the absence is excused or not. Failure to call or attend is always unexcused. For customers who are in the 10-day compliance period, the only allowable excused absences are for medical reasons or if there are court-ordered appointments or activities. For other customers, they may be excused for those reasons and others, such as an unexpected school closing or interruption of child care. Regardless of the reason, in order to maintain focus on individual success, no more than sixteen hours of absences are allowed per month.

TDSs, Operatioins Managers, and the QA Manager ensure that all customer activities and attendance logs are in compliance with the program and that all documentation contains proper signatures and required log information. Our team verifies all work activity and required hours.